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FINAL MEMORANDUM OF  
NEGOTIATIONS







OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

## MEMORANDUM

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TO: All City of Hamilton Staff

FROM: J.G. Pavelka, P.Eng.  
Chief Administrative OfficerSUBJECT: **Proposal for A New System of  
Local Government**

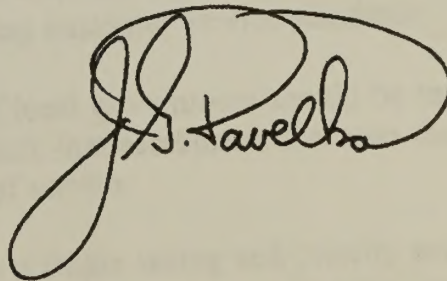
DATE: 1996 November 11

Recently, you will have heard that a consensus was reached on the future of local and regional governments in Hamilton and Hamilton-Wentworth. Area Mayors, Chairman Cooke and several local Councillors along with the Provincial Mediator, Gardner Church reached a mutual understanding on Friday, November 08, 1996.

Attached for your information is a copy of the "Final Memorandum of Negotiations" outlining the principles being advocated to form the basis for this new system of Local Government.

As this process continues, I am sure press releases such as this one and information about a "new form of local government" will cause concerns and raise questions. During these turbulent times, please maintain your professional approach to work and your dedication to our Community, continuing to make it a better place to live, work and play.

As these issues unfold, I will strive to keep all of you better informed and in a more timely fashion.

JGP:dd  
Attach.c.c. Mayor Robert M. Morrow  
All Members of City Council





## FINAL MEMORANDUM OF NEGOTIATIONS

The Regional Chairman and Representatives of a majority of municipalities of Hamilton-Wentworth representing over 85% of the population have agreed on principles which will form the basis for a new system of local government in the area:

1. They have reached agreement on a number of principles that should guide the design of any new system of local government.
  - a) There will be a single unified municipality for the area of Hamilton-Wentworth.
  - b) All duplication and overlap within the civic service can be and should be eliminated through the creation of a single, integrated administrative structure for Hamilton-Wentworth.
  - c) "One window" service for the delivery of all local government services is now possible, given the advances in computer technology. Any new system should be based on this concept so that:
    - i. all services are available in the local community through contact with a single civic servant who can communicate with any other agency which must be involved in responding to the customer
    - ii. the entire civic service is accountable to the "one-window" office for meeting customer service standards
  - d) Every service of local government should be measured against a best practice benchmark that establishes the costs that should be incurred for a desired level of service.
  - e) There should be a single taxing and priority setting authority to manage the property tax base. The current situation in which school boards, municipalities, police commissions and other special purpose bodies each independently set priorities ensures that the property taxpayers will always face accelerating demands. This principle accommodates the need for local area rating to enhance local priority setting.





- f) There must be a continued capacity (enshrined in legislation) for broad-based, local, democratically elected representation, at the community level, consisting of the councillors in the three (3) Hamilton communities and the councillors and such others as the communities determine in the five (5) other communities:
- i. give clear voice to community priorities
  - ii. enhance community identity
  - iii. balance the influence of special interest bodies
  - iv. ensure that local services, which do not have an impact beyond their boundaries, can be varied at the cost or to the benefit of local residents
  - v. facilitate community consensus building
  - vi. reduce the imbalance in the sizes of communities in the area
- g) The total cost of any new system must be less than the cost of the present system as it currently stands. After transition costs and other changes, the savings must be no less than \$30 million annually. These savings should be guaranteed by legislation.
- h) Even with a large reduction in the total cost of the local government system, some properties may face tax increases from shifts of cost burden caused by the creation of a new system. These increases should be limited to 3% per year and be financed by reducing the savings to those properties which would face tax decreases as a result of the reorganization.
- i) There are rural areas in Hamilton-Wentworth that will never be urban. Reorganization of local government will not lead to these areas paying taxes for hard services they do not receive.
- j) Any agricultural lands shall be exempt from increases due to local government reorganization for ten (10) years and then be phased in at 3% annum.
- k) Assets and liabilities, such as reserve funds and buildings, should be retained to benefit the taxpayers who created them in any reorganization of local government. This is consistent with the Cummings principle, established in 1952.





2. There will be a single municipality with a council of directly elected councillors selected as follows:

- 1 Mayor elected at large
- 2 Councillors from Glanbrook community
- 2 Councillors from Dundas community
- 3 Councillors from Ancaster community
- 3 Councillors from Flamborough community
- 6 Councillors from Stoney Creek community
- 5 Councillors from Hamilton West community
- 5 Councillors from Hamilton East community
- 6 Councillors from Hamilton Mountain community

3. At the start of the third term of the new municipal council there will be a review of representation with a view to moving toward representation by population and the reduction of council size. This review will be completed by the end of the third term.
4. A transitional Chief Administrative Officer will be appointed to manage the transition to the new system.

This Memorandum is recommended to the Councils of the municipalities by the following elected representatives.







NAME

MUNICIPALITY

H. League Robertson

~~W. J. Thompson~~

J. Bradford Ketchum

Van Hook

~~W. J. Thompson~~

Phil Winger

Grant Star

Yana C. Townsend

~~W. J. Thompson~~

Don Weber

Antaelli

Unice H. H. H.

~~Fred R. H. H.~~

Frank D. H. H.

Ancaster

Ancaster

Ancaster

Ancaster

Ancaster

Ancaster

Stoney Creek

Stoney Creek

Stoney Creek

Hamilton

Stoney Creek

Hamilton

Hamilton

HAMILTON





NAME \_\_\_\_\_

MUNICIPALITY

12 12

Region of  
Hamilton - Wentworth

Robertson

City of Kansas

Annex Brix  
Blade

~~By J. H. [unclear]~~  
TOWN OF ANCAS

H. E. Chapman

Townships of Island

P. F. ~~R. F.~~ Hughes  
Harry Birch

Township of Llanberis

W Springfield  
Sheila May

Township 17 Gla

Paul Miller

Township of Bla

Wang Lan

City of Stony

Larry D. Allen

City of Stoney  
Lower Creek







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